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ABSTRACT

The Youth Environmental Service (YES) aims to rehabilitate adjudicated delinquents and to prevent at-risk youth from entering the juvenile justice system by engaging them in environmental work and education programs on federally owned land. YES is a joint program of the U.S. Department of the Interior (DOI) and the Office of Juvenile Justice and Delinquency Prevention (OJJDP). Key elements of the program are involvement of at-risk or delinquent youth; a partnership between a youth-serving agency and a federal land management agency; availability of federal land; a provider experienced in working effectively with at-risk or delinquent youth; a clear allocation of responsibilities; and the provision of meaningful opportunities for youth to learn new skills, develop a sense of accomplishment, and make contributions to the environment. This document includes an overview of the YES initiative; what the program can offer; developing YES partnerships; steps to becoming a YES site; implementation issues; technical assistance resources from OJJDP and DOI, including required information sharing; federal contacts for the program; and resources for further assistance. Appendices include the memorandum of understanding between the U.S. Department of Justice and DOI, profiles of YES programs in action, definitions, sample memorandums of understanding and agreement, information on state resources, a list of contacts at current YES sites, and a technical assistance request form. (TD)

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ED 402 112

YOUTH ENVIRONMENTAL SERVICE

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Office of Juvenile Justice and Delinquency Prevention

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) was established by the President and Congress through the Juvenile Justice and Delinquency Prevention (JJDP) Act of 1974, Public Law 93–415, as amended. Located within the Office of Justice Programs of the U.S. Department of Justice, OJJDP's goal is to provide national leadership in addressing the issues of juvenile delinquency and improving juvenile justice.

OJJDP sponsors a broad array of research, program, and training initiatives to improve the juvenile justice system as a whole, as well as to benefit individual youth-serving agencies. These initiatives are carried out by seven components within OJJDP, described below.

Research and Program Development Division develops knowledge on national trends in juvenile delinquency; supports a program for data collection and information sharing that incorporates elements of statistical and systems development; identifies how delinquency develops and the best methods for its prevention, intervention, and treatment; and analyzes practices and trends in the juvenile justice system.

Training and Technical Assistance Division provides juvenile justice training and technical assistance to Federal, State, and local governments; law enforcement, judiciary, and corrections personnel; and private agencies, educational institutions, and community organizations.

Special Emphasis Division provides discretionary funds to public and private agencies, organizations, and individuals to replicate tested approaches to delinquency prevention, treatment, and control in such pertinent areas as chronic juvenile offenders, community-based sanctions, and the disproportionate representation of minorities in the juvenile justice system.

State Relations and Assistance Division supports collaborative efforts by States to carry out the mandates of the JJDP Act by providing formula grant funds to States; furnishing technical assistance to States, local governments, and private agencies; and monitoring State compliance with the JJDP Act.

Information Dissemination Unit informs individuals and organizations of OJJDP initiatives; disseminates information on juvenile justice, delinquency prevention, and missing children; and coordinates program planning efforts within OJJDP. The unit's activities include publishing research and statistical reports, bulletins, and other documents, as well as overseeing the operations of the Juvenile Justice Clearinghouse.

Concentration of Federal Efforts Program promotes interagency cooperation and coordination among Federal agencies with responsibilities in the area of juvenile justice. The program primarily carries out this responsibility through the Coordinating Council on Juvenile Justice and Delinquency Prevention, an independent body within the executive branch that was established by Congress through the JJDP Act.

Missing and Exploited Children's Program seeks to promote effective policies and procedures for addressing the problem of missing and exploited children. Established by the Missing Children's Assistance Act of 1984, the program provides funds for a variety of activities to support and coordinate a network of resources such as the National Center for Missing and Exploited Children; training and technical assistance to a network of 47 State clearinghouses, nonprofit organizations, law enforcement personnel, and attorneys; and research and demonstration programs.

The mission of OJJDP is to provide national leadership, coordination, and resources to prevent juvenile victimization and respond appropriately to juvenile delinquency. This is accomplished through developing and implementing prevention programs and a juvenile justice system that protects the public safety, holds juvenile offenders accountable, and provides treatment and rehabilitative services based on the needs of each individual juvenile.

YES

YOUTH ENVIRONMENTAL SERVICE

Technical Assistance Package

Shay Bilchik, Administrator
Office of Juvenile Justice and Delinquency Prevention

June 1996

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Foreword

The juvenile justice system is being taxed. With institutions increasingly burdened by the growing number of serious, violent, and chronic offenders, we must provide alternatives for youth involved in delinquent activity—alternatives that incorporate appropriate sanctions while providing youth with necessary services, skills, and opportunities.

The Youth Environmental Service (YES) initiative is one such alternative. Created through a partnership between the Department of Justice (DOJ) and the Department of the Interior (DOI), YES enhances youth's skills through work and educational programs on Federal land. A YES program can be designed to intervene at various stages of youth involvement with the system and to prevent at-risk youth from engaging in delinquent acts. Thus, YES offers a considerable degree of flexibility in creating a program suited to the needs of the local community and its youth. Local Federal land managers also benefit from YES enrollees' participation in projects and land maintenance that might not otherwise be completed due to limited staff and resources.

This Technical Assistance Package has been designed to assist you in deciding whether YES is an alternative that would be mutually beneficial to your local Federal land managers, your community, and—most importantly—your youth. If YES is right for you, this package can also assist you in developing a program.

Through partnerships, we often find the most rewarding and mutually beneficial solutions. This has been our experience in the YES partnership between DOJ and DOI. We hope YES offers you the same rewards.

Shay Bilchik
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Table of Contents

Foreword iii

Acknowledgments v

An Overview of the YES Initiative 1

The purpose of YES 1

History and background 1

Program characteristics 1

Benefits of YES 1

Funding 2

The purpose of this document 2

What YES Programs Can Offer 3

Key Elements of the YES Program 5

Developing YES Partnerships: Roles and Responsibilities 7

The core partners 7

The Federal Government 7

A youth service provider 8

State or local government 8

Forming a working partnership 8

Other YES partners 9

Steps to Becoming a YES Site 11

Implementation Issues 13

Target population 13

Assessment 13

Site selection 13

Choosing appropriate work projects 14

Supervision of YES participants 15

Safety 15

Compensation of youth participants 16

Legal concerns 16

Program costs and funding 17

Startup time 17

Other implementation issues 17

Ways to enhance YES programs 18

Operational Guidance and Resources . . 21
Technical assistance from OJJDP and DOI 21
Additional resource materials 21
Communication and information sharing among sites 22

Federal Contacts for the YES Program . 23

Other Assistance 25
References 25
Organizations 26

Appendices 27
Appendix 1. Official Memorandum of Understanding Between the U.S. Department of Justice and the U.S. Department of the Interior for the Youth Environmental Service Program 29
Appendix 2. Profiles of YES Programs in Action 37
Big Cypress Wilderness Institute, Ochopee, Florida 39
Loxahatchee Environmental Project, Palm Beach County, Florida . . . 39
Genesis Youth Center, Salt Lake City, Utah 40
Southwest Youth Center Work Release Program, Cedar City, Utah . . 41
Greater Washington Boys & Girls Clubs Student Volunteer Program, Washington, D.C. 41
City Lights Park Program, Washington, D.C. 42
Appendix 3. Definitions 45
Appendix 4. Sample Memorandums of Understanding or Agreement . . . 49
Student Volunteer Program Agreement Between Greater Washington Boys & Girls Clubs and the National Park Service, National Capital Region 53
Human Resource Agreement Between Southwest Utah Youth Center and Cedar City District Bureau of Land Management, U.S. Department of the Interior, 1994 57
Appendix 5. Sample Letter of Agreement 61
Appendix 6. Information on State Resources and How To Contact Them 65
Appendix 7. List of Contacts at Current YES Sites 69
Appendix 8. YES Technical Assistance Request Form 73

An Overview of the YES Initiative

The purpose of YES

The Youth Environmental Service (YES) initiative is a joint program between the U.S. Department of the Interior (DOI) and the Office of Juvenile Justice and Delinquency Prevention (OJJDP) of the U.S. Department of Justice (DOJ). The purpose of the YES initiative is to increase the capacity of States and communities to correct, treat, and rehabilitate adjudicated delinquents and to prevent at-risk youth from entering the juvenile justice system by implementing environmental work and education programs on federally owned land.

History and background

In response to a growing need for innovative and effective programs for at-risk and delinquent youth across the Nation, Senator Bob Graham of Florida introduced legislation calling for the development of a nationwide network of local programs to provide young people with environmental work and education opportunities on Federal land. The Senator's bill, while not enacted, influenced the creation of a landmark partnership agreement between DOJ and DOI. In February 1994, the Attorney General and the Secretary of the Interior signed a Memorandum of Understanding establishing the Youth Environmental Service Program and committing DOJ and DOI to work with States and localities across the country to put the YES Program in place (appendix 1).

Program characteristics

Partnerships are formed among Federal, State, local, and private agencies to develop environmental work programs. States and localities have broad flexibility to design programs suitable to the specific needs of their communities. YES sites may provide residential onsite programs, residential offsite programs, or day programs. Programs may be rural or urban, and they may serve target populations ranging from serious juvenile offenders placed in staff-secured residential facilities to at-risk youth living in underserved communities. Profiles of current YES programs illustrate the diversity and flexibility of the YES initiative (appendix 2). OJJDP has also prepared a Program Summary, *YES in Action*, containing more detailed descriptions of the pilot sites and explaining some of the challenges they faced.

Benefits of YES

YES is a beneficial program for all concerned: participating Federal, State, and local agencies, communities, and most importantly, our citizens and our youth. Federal land and resources are made available at no cost to programs; at-risk

and delinquent youth are provided vocational skills and structured work opportunities; States gain alternatives to more traditional secure confinement for some juvenile offenders; and at the same time, Federal land management agencies get needed help in preserving our natural and cultural resources.

Funding

Funding for YES programs is provided by States and localities. The Federal Government supports program development by helping interested jurisdictions locate suitable Federal land for YES programs, identifying environmental work projects, and providing other training and technical assistance, including assistance identifying potential land management or youth service partners.

The purpose of this document

This document is designed to help youth service agencies and Federal land managers learn more about the YES initiative in order to plan YES programs suited to their own circumstances. The package describes the steps for becoming a YES site and explains how to obtain Federal technical assistance during startup and implementation.

What YES Programs Can Offer

The YES Program is flexible, providing States and localities the freedom to tailor the program to their own needs and circumstances. Depending on the program design and the type of youth to be served, YES programs can achieve a variety of benefits.

For Federal land management agencies, YES can provide . . .

- An alternative work force for protecting and enhancing our natural and cultural resources in the face of declining Federal dollars.
- An opportunity to instill in young people a sense of stewardship of our natural and cultural resources.
- An opportunity to contribute to the physical, social, educational, and moral development of young people.

For State and local youth service agencies, YES can provide . . .

- An expanded range of situations and settings for promoting positive youth development.
- A structure for helping youth involved in the juvenile justice system meet their community service or restitution requirements.
- An alternative to more traditional secure placement for some delinquent offenders.
- Relief from some of the problems of zoning and community resistance that plague residences for troubled youth.

For the participating youth, YES can provide . . .

- An opportunity to develop their abilities, including a work ethic, an appreciation for teamwork, and marketable job skills.
- An opportunity to learn about environmental issues and the importance of maintaining our natural resources.
- Exposure to positive adult role models.
- A sense of accomplishment and pride in their contributions to the community and a chance to be recognized as a community asset rather than as a liability.
- A way to complete court-ordered community service or restitution obligations.

For communities, YES can offer . . .

- Improvements in natural and cultural resources, as well as other forms of public service.

- A cost-effective way of providing residential facilities for youth who need them.
- Adequate safety and security through careful site selection and supervision.
- Visible proof that young offenders are being held accountable for their actions.
- Tangible paybacks in the form of restitution to victims and community service.

Key Elements of the YES Program

Certain key elements must be incorporated in the design of every YES program.

Involvement of at-risk or delinquent youth in the program. A YES program may include youth who have been adjudicated delinquent by the juvenile court or referred to court because of delinquent acts. It may also involve children and teenagers who are neglected, abused, emotionally disturbed, homeless, runaways, or living in circumstances that otherwise limit their chances for a healthy and productive life. (See appendix 3 for expanded definitions of terms.)

A mutually beneficial partnership between a youth-serving agency (or agencies) and a Federal land management agency. The needs of the youth-serving agency will determine which Federal agencies are suitable partners, but for the partnership to succeed, Federal land managers also must benefit from it.

Availability of Federal land with appropriate, accessible work projects. Many Federal land areas provide numerous opportunities for meaningful work. However, not all Federal land will offer projects that complement the goals of the provider agency and meet the needs of the youth it serves. Partners need to ensure that the Federal land is accessible to the program and offers a sufficient quantity and appropriate quality of projects.

A provider with experience in offering similar or related services to at-risk or delinquent youth. The provider may be a State or local government agency, a private provider under contract to serve delinquent or at-risk youth, or another type of private provider. The important thing is for the provider to have a track record of working effectively with youth who will participate in YES.

Clear allocation of responsibilities among the partners. Carrying out a YES program involves several discrete tasks, including identifying, recruiting, and orienting youth participants; training and supervising youth at work; selecting work projects; supplying tools and materials; and providing housing, education, and other services needed to supplement the work projects. Partners must spell out their respective responsibilities for these tasks in advance, preferably through a Memorandum of Understanding or other written document. (See appendix 4 for examples.) This agreement may be changed later, as experience dictates, but it ensures that partners start with a common set of expectations.

Meaningful opportunities for youth to develop a sense of accomplishment and make positive contributions to the environment. YES programs are intended to teach participants new skills and instill in them a sense of accomplishment. While many

minimal-skill activities (such as trash collection) may be of great benefit to Federal land managers, work assignments should include projects that enhance young workers' capabilities and, especially in the case of older youth, provide marketable skills. Work projects intended to punish or humiliate youth participants are incompatible with the YES philosophy, as are "make work" assignments designed simply to keep people busy.

Developing YES Partnerships: Roles and Responsibilities

The core partners

Every project is different. However, the typical YES partnership includes the Federal Government, a youth service provider, and, usually, a State or local government agency as core partners.

The Federal Government

Federal partners are found at two levels—in Washington, D.C., and at the local level.

The Washington partners

In Washington, D.C., the Federal partners include OJJDP, within DOJ, and DOI. Their role is to accomplish the following goals:

- Provide assistance in identifying Federal land and facilities that can support the program.
- Help develop partnership agreements between youth-oriented programs and Federal land managers.
- Advise partners about the viability of proposed project designs.
- Work to meet other technical assistance needs by tapping existing Justice resources and brokering resources from other Federal departments.
- Facilitate communications, information sharing, and coordination across YES programs.

Although OJJDP and DOI are the lead Federal partners in Washington, they have working relationships with other Federal departments, such as the U.S. Department of Agriculture (USDA), that are responsible for Federal land. Therefore, OJJDP and DOI will assist prospective YES sites interested in working on Federal land managed by departments other than DOI.

Additional information about obtaining assistance from the Washington partners is provided below under "Operational Guidance and Resources" (page 21).

Local land managers

At the local level, each program has one or more partners representing a local branch of a Federal land management agency. Federal land management agencies include the Bureau of Land Management, the U.S. Fish and Wildlife Service, the National Park Service, and the Bureau of Reclamation, all within DOI; the USDA Forest Service; and the U.S. Army Corps of Engineers and the National Guard, in the U.S. Department of Defense (DOD).

The local land management partner takes responsibility for identifying suitable sites and environmental work projects, training work crews or their supervisors to carry out the projects, and checking that the work is done properly. Federal land managers also assist in introducing the YES Program to

the community and maintaining good community relations.

A youth service provider

A youth service provider, public or private, that is experienced in working with the target population takes responsibility for working out the schedule of jobs with the land management agency; learning how the job needs to be done; transporting youth to and from the worksite; seeing that the youth have the necessary clothing, food, and water; and supervising them while they work. This youth service provider is also responsible for the broader program in which the youth are enrolled, which can include education, recreation, counseling, aftercare, meals, housing, and other elements. Finally, the youth service provider works with the land management partner to establish and maintain good relations between YES and the community.

State or local government

Usually State or local governments become YES partners because they provide the resources to operate YES—by subcontracting with a private youth service provider or occasionally by operating YES with their own staff. State or local governments also may assist with capital costs of building or renovating facilities for YES. Besides providing funding, the State or local government partners can often help design the program and should ensure that it meets agency standards for placement, safety, security, staffing, program content, aftercare, and the like. The agency also plays a key role in deciding whether YES should continue or expand at a particular site.

Forming a working partnership

To provide a firm foundation for the partnership, it is important that land managers and youth service agencies develop a thorough understanding of each other's mission and goals. In the planning stages, it can help to have the land management partner visit the youth service provider's home base and see its programs in action. Likewise, it helps to have youth service officials spend time on the Federal land.

Land management staff are often receptive to YES because they are already familiar with the concept of putting youth to work on Federal land through programs such as the Youth Conservation Corps (YCC) or the Young Adult Conservation Corps (YACC), which were widely implemented in the 1970's. Unlike YCC and YACC, however, YES involves no special funding, so staff may be concerned about the demands YES will place on their time. Land management staff may also be worried about safety and security issues. These concerns are minimized when youth service providers shoulder the primary burden of supervising and transporting workers and when the partners agree on the criteria for selection of participants.

To succeed over time, a YES program needs champions among senior agency officials. Once these officials are behind the program, they can play an important role in securing the cooperation of others, both inside and outside their agencies.

Other YES partners

While a YES team may have just two or three core members, there are usually other partners. Although they may not be involved in day-to-day program operations or participate in formal working agreements, these partners can also become champions for the YES initiative.

Above all, it is important for the core partners to develop a coordinated strategy for making **the community** part of the partnership. Community reactions are a potential problem, especially for residential programs or those serving troubled youth, but the problem can be minimized by designing the program to provide adequate safety and security and laying the proper groundwork. YES partners can head off opposition by involving appropriate community leaders in the early stages. YES programs also may profit from well-planned strategies for news coverage that features youth making positive contributions to their community. As YES develops, community members may become advocates for the program and provide in-kind support, donating tools and supplies or participating as mentors for YES youth.

Many YES programs will also want to involve **juvenile justice agencies**, such as the judiciary, probation officials, and aftercare providers, in the partnership. This is particularly appropriate if these agencies provide referrals to YES or work with youth during or after they complete their YES placement.

Other State and local government agencies may become partners because they provide worksites and projects for program participants, beyond those on Federal land. Programs with a strong vocational orientation may welcome partners such as the local **Private Industry Council**, which administers Job Training Partnership Act funds and other vocational training programs.

Steps to Becoming a YES Site

The process required to become a YES site is straightforward; however, the first steps vary according to whether the agency expressing initial interest in YES is a youth service provider or a land management agency.

Step 1

A youth service provider interested in YES should first determine whether there is any Federal land in or near their agency's youth service area. (A map of Federal land areas can be obtained by calling the DOI contact listed on page 23 of this document.) If so, the provider should consider whether the YES program would involve youth from an existing facility or program, or if a new program would be designed specifically for this purpose.

Step 2

Next, interested parties should request Federal assistance in locating potential partners for a YES effort.

Youth service providers should write a letter to the OJJDP and DOI contact persons listed on page 23 describing their idea for a YES program, the target population they would like to serve, the program location they have in mind (including the Federal land they would like to use), and the probable funding source for the program. OJJDP and DOI will use this information to help identify contacts for potential partnerships with the Federal land managers at the Federal site proposed.

Federal land managers should write to the OJJDP and DOI contact persons describing the sites they have in mind for work projects, the volume and type of work that would be available, and whether there are buildings or land there that might be suitable for a residential facility. OJJDP will use this information to identify appropriate contacts for the land manager in the State's juvenile service system.

Step 3

Parties should then contact the prospective partners identified by OJJDP/DOI, meet to determine whether there is mutual interest in forming a YES partnership, and flesh out their ideas for the program.

Step 4

The youth service agency should prepare and send OJJDP a short concept paper that describes the following items:

- The background and rationale for the YES program.

- Goals and objectives.
- Target population.
- Proposed site.
- The kinds of work projects involved, the work schedule, and the staff who will supervise the youth.
- Other services to be received by participants, such as counseling, education, recreation, and aftercare.
- The management plan and timeline.
- How the partners will assess whether the program is meeting its goals and objectives.

A letter of agreement should accompany the concept paper indicating that (1) the core partners have reviewed the concept paper and agree on the plan described; and (2) they are prepared to proceed if they are designated as a YES site. (Sites may use the sample letter of agreement in appendix 5 as a model or submit a cover letter that addresses these key points and that is signed by the core partners.)

OJJDP and DOI will review the concept paper and contact the partnership if they need further clarification.

Step 5

Assuming the proposed program incorporates the key ingredients of a YES site, DOI and OJJDP will formally designate the program as a YES site and will authorize the use of Federal land. The partnership will then become eligible for further technical assistance through OJJDP. In addition, OJJDP and DOI will ask YES sites to collect and share information—including regular progress updates by the youth service partner—with other YES sites.

Step 6

As a final step, OJJDP and DOI strongly encourage the partners to develop a Memorandum of Understanding (MOU) or a Memorandum of Agreement (MOA) to solidify the YES partnership and spell out the roles and responsibilities of the parties in more detail. Examples are provided in appendix 4 to stimulate thinking about the items that might be included in an MOU. These examples should not be copied exactly, but modified and adapted in consultation with legal advisers to meet the needs of each partnership.

Implementation Issues

A number of issues arise in designing and implementing YES programs. This section covers some of the more crucial concerns, drawing on the experience of the pilot programs and other resources that suggest best practices for youth-oriented programs.

Target population

YES programs can be designed to work with a variety of target groups. The youth currently involved range in age from 8 to 18. Pilot programs serve urban youth from public housing areas, juvenile probationers, juvenile parolees, and delinquents who have been sentenced to short-term detention or longer term residential placement. The delinquents involved span the range from low-risk offenders to those with serious and lengthy records. However, programs that handle higher risk offenders must provide a higher level of safety and security through close staff supervision. In addition, locating the facility in a remote area can enhance safety and security.

Assessment

All YES programs should include an individualized assessment process to determine that each prospective participant fits the criteria for the YES program. Typical criteria involve such factors as age and offense history. The assessment should include a determination that the program can provide a level of supervision consistent with community safety and security. Programs that accept violent or serious offenders, for example, should review each youth's record carefully in light of these considerations.

It is equally important that the assessment process consider the developmental needs and capabilities of prospective participants. YES activities should help meet a youth's social, educational, and vocational goals as well as contribute to healthy, supportive family relationships. YES should also ensure that each youth is physically capable of participating in the work projects planned and is able to follow safety instructions.

Site selection

YES programs can operate in rural or urban areas, as well as in a variety of climates and terrains. If a facility is available or can be built, programs can house participants on Federal land. Otherwise, programs can transport participants from nearby facilities or their own neighborhoods.

In deciding on the best place to operate a YES program, partners must balance several considerations:

- **The volume and type of work available.** There must be enough meaningful work available at this location, and it must be appropriate

for the target population. The work must not only be appropriate to the participants' ages and abilities, but should be compatible with broader program goals for youth development and skill building. It should also meet the needs of the land manager.

- **Climate.** Will the site be suitable for year-round work? If not, the program will need to plan for occupying the youth during the off season or periods of especially inclement weather.
- **Travel time.** Traveling to and from the YES home base to the worksite should not be so time consuming that it crowds out educational and other important aspects of youth programming.
- **Existing facilities.** Some Federal land may contain buildings that could be converted to program use, eliminating the need to build new facilities or transport youth daily from other locations.
- **Environmental issues.** If the program is located on Federal land, environmental issues must be considered. There may be Federal, State, and local regulations that apply to building or working in this location.
- **Proximity to families and other resources.** If the youth will live on or near the site, they will need to have access to educational and other kinds of programs. Providers should also consider whether the site will permit participants to remain in contact with their families.
- **Community concerns.** YES programs must consider whether the location and the work projects chosen will be acceptable to the community, given the target population involved. Site options are likely to be more limited for a program that involves high-risk offenders than for one that enrolls student volunteers.

Some sites may have too many strikes against them to be suitable for a potential partner's purposes. Most YES programs face some site constraints; however, YES is flexible enough to permit a variety of solutions. For example, some YES programs have involved more than one Federal partner or public agency, in order to be sure of having enough suitable work. If there are environmental or financial obstacles to building on Federal land, YES may be able to use an existing residential facility as a home for the program.

Choosing appropriate work projects

YES programs have involved youth in a variety of activities, including habitat restoration, removing unwanted vegetation, clearing a site for a visitor center, trailbuilding, working in general trades such as carpentry or masonry, and general facility and grounds maintenance. Most programs try to involve youth in a variety of

projects. The primary considerations in choosing work projects are listed below.

- **The skill level required.** YES projects generally do not require skilled labor. The skills needed are taught as part of the job. However, YES participants who are enrolled in vocational training may need or desire more skilled placements.
- **The age of the youth involved.** In general, the younger the youth, the more restrictive are Federal and State labor laws governing working hours for minors and the types of work they may do. For example, there may be limitations on the use of power tools. Partners should familiarize themselves with these laws and seek legal advice.
- **Providing meaningful work or work of lasting value.** While YES programs sometimes assign youth to jobs like yard maintenance or trash pickup, such repetitive, endless chores should never be the sole focus of the program. YES should include projects that build on the skills of the participants and enable them to make positive, lasting contributions to the environment.

Supervision of YES participants

YES programs must tailor the level of supervision of participants to the target population and the work projects involved. Above all, the staff ratio must be sufficient to ensure the safety of the community and the participants.

Generally, the youth service provider is responsible for providing crew leaders or counselors to supervise YES participants. These staff members are the primary supervisors at the job site. Land management agencies typically do not have the staff to provide continual supervision, nor are they trained to deal with the special problems that young people may present on the job. Moreover, in the case of delinquent youth, it is the youth service provider who is legally responsible for their supervision.

In situations in which land management staff do provide the hands-on supervision (because they are involved in teaching special skills, for example), there should be a youth service supervisor available to provide additional monitoring and to counsel youth about behavioral problems that may arise on the job.

The ideal work crew supervisor brings a distinctive combination of skills. Besides having rapport with youth, the supervisor must be able to manage a crew, teach proper work habits, and serve as a role model by working alongside the team.

Safety

In addition to providing adequate supervision, YES programs should ensure that supervisors and youth participants have adequate training in worksite safety and the proper handling of tools. Many youth, especially those from urban areas, may be unaccustomed to outdoor work, equipment, and rustic environments. Youth need to learn how to be safe and to look out for one another's safety. Programs also should have a plan for obtaining prompt medical

attention for youth or staff in case of an emergency. Land management agencies can advise youth service providers about these issues since they face the same concerns for their own staff. As a further precaution, programs should consider building first aid and cardiopulmonary resuscitation (CPR) training into the educational curriculum for YES staff and youth.

Compensation of youth participants

Payment to youth participants is not a requirement of the YES Program. Each program needs to decide whether paying participants is consistent with its goals and objectives. Paying wages does provide an incentive to participate, as well as an opportunity for youth to learn money management and meet obligations such as restitution and child support. However, YES participation can be rewarding for youth in other ways—providing opportunities to get away from their neighborhood or residence and acquire work experience or references; putting them in contact with respected adults; and giving positive recognition for their efforts.

Programs that pay participants will need to develop "personnel policies" governing absenteeism, illness, and the like. These programs will also need to decide whether to restrict the use of wages. A program for delinquents may require that some wages be reserved for restitution payments, for example. Some programs have paid delinquent youth in restitution or community service credits, rather than cash. Cash payments and restitution credits both require funding, however. Some funds for wages may be available through Title II–C of the Job Training Partnership Act. This assistance, administered through local Private Industry Councils, is designed for not-for-profit agencies that are providing work experience to youth ages 16 and older. Other programs have tapped funds earned from court fines.

YES programs may be tempted to use the prospect of future employment with the land management partner as an incentive for youth to participate. It is true that, occasionally, YES participants with outstanding performance have been hired by a land management partner. However, YES should not be sold to youth on these grounds. Because most land management agencies are operating with very tight staffing and budgets, the average YES participant is unlikely to secure a Federal job as a result of his or her participation.

Legal concerns

There are three areas in which YES involves distinctive legal issues: liability for actions of youth working on Federal land, child labor, and compulsory education. In designing their program, partners should inform themselves about the Federal and State laws and regulations that govern each of these areas. Partners may also wish to consult the OJJDP-sponsored *Guide to Juvenile Restitution* (Schneider, 1985), which discusses liability issues for programs that place youth in paid or unpaid positions.

Partners should also incorporate legal language into their agreements to make it clear that the youth service agency will

provide insurance coverage for injuries to youth and staff and that this insurance coverage is not the responsibility of the Federal land manager. Appendix 4 recommends suitable legal language for this purpose.

Program costs and funding

Because YES programs can vary widely, a YES team's own programming experience will probably be the best guide to estimating the costs of its particular design. Whatever the design, however, putting youth to work on Federal land will require staff, work clothing, supplies, tools, and transportation. Compensation for the youth who participate in YES is optional.

There is no direct Federal funding available for YES. Programs are expected to rely primarily on State and local resources, as the pilot sites have done. However, partners may want to explore the applicability of other Federal programs to their particular goals and objectives. Youth service providers may also wish to contact the State juvenile justice specialist for information about funds available to the State through the Juvenile Justice and Delinquency Prevention Act. (See appendix 6.)

Startup time

Many factors affect the speed of startup, including the size and complexity of the program, the availability of resources to support it, and whether it is necessary to build or renovate a residence for the participants. It took the pilot sites 3 to 9 months to proceed from exploratory meetings with the partners to placing youth participants on Federal land. Not surprisingly, none of the pilot programs constructed a new facility in this time, but two programs renovated buildings.

Other implementation issues

Given the diversity of YES programs, some program elements may not fit into every design. However, certain features are highly desirable.

Proactive supervision. All programs are expected to have sufficient supervision to provide for the safety of the community, land management staff, and YES participants. Proactive supervision, however, is constant and close—"within reach" as opposed to "within sight." Such supervision depends on low staff-to-youth ratios and staff who are willing to work side-by-side with youth. The primary benefit of proactive supervision is that it allows staff to anticipate and head off problems rather than react after they have become full-blown crises. It also enhances the opportunity for staff to serve as good role models.

Educational curriculum. Lessons designed to integrate environmental work experience and classroom education are essential to enhancing the learning opportunities for youth. Every program should orient youth to the purpose and background of the specific projects on which they work. It is important that youth and their supervisors understand why each project is important to public lands, what their roles are, the expected outcome, and the fact that they are *needed*. The land

management partner is often ready and willing to help with this orientation. However, YES programs involving youth for several weeks or months can do more. They can, for instance, build relevant lessons into the science curriculum. There may also be relevant applications to mathematics, history, and other subjects.

Family involvement. It is widely recognized that families are a critical component of effective programming for youth. Thus, in addition to seeking any necessary parental permission, YES programs should strive to involve families in the program in a significant way. Inviting family members to a formal recognition ceremony for volunteers is one way to bring families into the picture. Longer term programs, especially those that work with delinquent youth or children in residential facilities, should make more intensive efforts to engage parents in their children's lives through family visiting, meetings with program staff, and planning for the post-program period. Programs may also bring parents to the worksite to see what their children have accomplished and schedule recreational gatherings such as picnics for youth and their families on Federal land.

A strong aftercare component. Effective youth service programs include an individualized assessment to determine the type and intensity of services needed by each youth, to monitor progress, and to plan the transition to other services or settings. Many youth, especially delinquents who have been placed in a residential facility, require a period of aftercare when they complete their placement. Experience suggests that a carefully designed program of aftercare supervision, services, and support will help these youth make a more successful transition to the community. Aftercare may be the primary responsibility of the YES provider. If it is not, YES should work closely with the agency responsible for planning the transition. In either situation, overarching case management is the cornerstone of effective aftercare. Case management initially requires careful assessment and classification of the offender's risk level. For higher risk youth, case management should involve individual case planning incorporating a family and community perspective; a mix of surveillance and services; a balance of incentives and graduated consequences coupled with the imposition of realistic, enforceable conditions; service brokerage with community resources; and linkage with social networks. OJJDP will provide technical assistance to YES service providers who need help in initiating or improving their aftercare programs. (For more information about aftercare for high-risk youth, see "Other Assistance," page 25.)

Ways to enhance YES programs

The possibilities for enhancing YES are virtually unlimited. Current sites are considering a number of ways to improve their programs, including the following:

- Starting a work crew for youth who have participated in a residential YES program and have been released to aftercare in the community.

- Expanding projects to additional Federal, State, and local agencies.
- Identifying other community partners who can offer tools, materials, supplies, and funding.
- Involving mentors for YES participants.
- Expanding environmental education.
- Training youth in conflict resolution.
- Providing youth and their families with recreational experiences on Federal land.
- Promoting high-quality work and youth pride by techniques such as displaying project photos at youth facilities and using work assignments as rewards.
- Developing more challenging projects that require longer involvement or higher skill levels.
- Increasing the number of work crews by partnering with youth service and conservation corps.

Current YES sites and contacts are listed in appendix 7.

Operational Guidance and Resources

Resources are available to assist partners in the development of a YES program. These include technical assistance from OJJDP and DOI, written materials, and participation in the YES information-sharing network.

Technical assistance from OJJDP and DOI

OJJDP can help partnerships secure technical assistance at two stages: during initial planning and after the YES program is underway.

- **Startup assistance.** OJJDP and DOI have formed a technical assistance team of youth service and land management agency staff who are operating YES programs and have expertise in various YES capacities. This team will be available to assist in developing YES partnerships and refining their initial ideas.
- **Implementation assistance.** Once a program is operating, the partnership may need a variety of more specific forms of assistance. OJJDP will broker requests for assistance, attempting to identify sources of help within OJJDP or its network of technical assistance providers, other Federal agencies, and private organizations. This technical assistance will be provided at no cost to the YES site.

To request technical assistance at either point, complete the Technical Assistance Request Form in appendix 8 and return it to the OJJDP contact person listed on page 23.

Additional resource materials

OJJDP's Program Summary, *YES in Action*, presents more detailed descriptions of the pilot sites and explains some of the challenges they faced. This technical assistance package also includes examples of a Letter of Agreement (appendix 5) and two Memorandums of Understanding (appendix 4). These are illustrative only, but may provide a starting point. As YES expands and more information becomes available about individual programs, OJJDP will try to point prospective or current sites toward other programs with relevant materials.

In addition, OJJDP has sponsored numerous programs over the years that have produced documents that may be appropriate to a program's specific needs. See the list of references provided below under "Other Assistance" (page 25). For more information about these program resources, call the Juvenile Justice Clearinghouse at 800–638–8736.

Communication and information sharing among sites

Once a program is designated a YES site, the partners will be asked to participate in information collection and dissemination across all YES sites. This will involve the following items:

- Using a standard format, the youth service agency partner will be asked to **share information regularly** on topics such as the number and characteristics of youth served, the hours of work completed, the amount of restitution earned, the type of work undertaken, and any recent developments, issues, or accomplishments.
- Partners will have an opportunity to **attend occasional meetings** where they can get to know representatives from other YES sites and share best practices, innovations, and success stories.
- The program will need to **appoint a contact person(s)**, whose name will be shared with others in the YES network. (A list of contacts for the current sites can be found in appendix 7.)

Federal Contacts for the YES Program

For more information about the YES Program, please contact either of the following Federal agency representatives:

Kristen Kracke
Program Manager
Office of Juvenile Justice and Delinquency Prevention
U.S. Department of Justice
633 Indiana Avenue NW.
Washington, DC 20531
202–307–5914
Fax: 202–514–6382
E-mail: krackek@ojp.usdoj.gov

Bob Buechner
Senior Program Specialist
Office of National Service and Educational Partnerships
U.S. Department of the Interior
1849 C Street NW., Room 5221
Washington, DC 20240
202–208–4753
Fax: 202–208–3620
E-mail: robert_buechner@ios.doi.gov

Other Assistance

References

Most of the following references are available from the Juvenile Justice Clearinghouse at 800–638–8736. Clearinghouse reference numbers appear in parentheses.

Aftercare

Altschuler, D.M., and T.L. Armstrong. 1995. "Managing Aftercare Services for Delinquents." In B. Glick and A. Goldstein, eds. *Managing Delinquency Programs That Work*. Laurel, MD: American Correctional Association. (NCJ 154391)

Altschuler, D.M., and T.L. Armstrong. 1994 (September). *Intensive Aftercare for High-Risk Juveniles: A Community Care Model.* Washington, DC: Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice. 20 pp. (NCJ 147575)

Altschuler, D.M., and T.L. Armstrong. 1994 (September). *Intensive Aftercare for High-Risk Juveniles: Policies and Procedures.* Washington, DC: Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice. 28 pp. (NCJ 147712)

Comprehensive approaches to delinquency prevention and intervention

Guide for Implementing the Comprehensive Strategy for Serious, Violent, and Chronic Juvenile Offenders. Bulletin. 1995 (June). Washington, DC: Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice. 6 pp. (NCJ 153571)

Howell, J.C., ed. 1995 (May). *Guide for Implementing the Comprehensive Strategy for Serious, Violent, and Chronic Juvenile Offenders*. Washington, DC: Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice. (NCJ 153681)

Wilson, J.J., and J.C. Howell. 1994 (June). *Comprehensive Strategy for Serious, Violent, and Chronic Juvenile Offenders*. Program Summary. Washington, DC: Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice. 46 pp. (NCJ 143453)

Family strengthening

Cantelon, S.L. 1994 (March). *Family Strengthening for High-Risk Youth*. Fact Sheet #8. Washington, DC: Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice. (NCJ FS009408)

Kumpfer, K. 1993 (September). *Strengthening America's Families: Promising Parenting Strategies for Delinquency Prevention.* User's Guide. Washington, DC: Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice. 105 pp. (NCJ 140781; $13 U.S., $17.50 Canada and foreign)

Kumpfer, K. 1994 (September). *Family Strengthening in Preventing Delinquency: A Literature Review.* Washington, DC: Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice. 76 pp. (NCJ 150222; $13 U.S., $17.50 Canada and foreign)

Wright, K.M., and K.E. Wright. 1994 (May). *Family Life, Delinquency, and Crime: A Policymaker's Guide.* Washington, DC: Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice. 65 pp. (NCJ 140517)

Restitution and balanced and restorative justice

Bazemore, G. 1994 (September). *Balanced and Restorative Justice.* Washington, DC: Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice. 16 pp. (NCJ 149727)

Schneider, A.L., ed. 1985. *Guide to Juvenile Restitution.* Washington, DC: Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice. 162 pp. (NCJ 098466)

Organizations

National Association of Service and Conservation Corps (NASCC)
666 11th Street NW., Suite 500
Washington, DC 20001
202–737–6272
Fax: 202–737–6277

NASCC is a national membership organization for youth corps with programs that enroll, train, educate, and provide full-time community service opportunities and a living allowance for youth ages 16 to 25. It also offers affiliate membership to individuals and organizations that do not operate youth corps, but are interested or involved in environmental and community service projects. NASCC provides technical assistance and training, resource materials, and conferences for members and other interested parties. It can also provide information about youth corps programs that are operating in each State.

Student Conservation Association (SCA)
Headquarters
P.O. Box 550
Charlestown, NH 03630
603–543–1700

SCA is a private, nonprofit, educational organization providing high school and college students and persons who are out of school with the opportunity to volunteer their services for the better management and conservation of our Nation's parks, forests, wildlife refuges, and other public and private lands. SCA program participants are involved in work and service opportunities ranging from a few hours or days to year-round career development programs. The organization also provides technical training in wilderness leadership management and outdoor work skills for conservation professionals, corporate groups, and individuals interested in leadership, team building, and trail maintenance. In addition to its headquarters office, SCA also maintains offices in California, Colorado, New Jersey, Virginia, and Washington State.

Appendices

Appendix 1. Official Memorandum of Understanding Between the U.S. Department of Justice and the U.S. Department of the Interior for the Youth Environmental Service Program ... 29

Appendix 2. Profiles of YES Programs in Action ... 37

Big Cypress Wilderness Institute, Ochopee, Florida ... 39

Loxahatchee Environmental Project, Palm Beach County, Florida ... 39

Genesis Youth Center, Salt Lake City, Utah ... 40

Southwest Youth Center Work Release Program, Cedar City, Utah ... 41

Greater Washington Boys & Girls Clubs Student Volunteer Program, Washington, D.C. ... 41

City Lights Park Program, Washington, D.C. ... 42

Appendix 3. Definitions ... 45

Appendix 4. Sample Memorandums of Understanding or Agreement ... 49

Student Volunteer Program Agreement Between Greater Washington Boys & Girls Clubs and the National Park Service, National Capital Region ... 53

Human Resource Agreement Between Southwest Utah Youth Center and Cedar City District Bureau of Land Management, U.S. Department of the Interior, 1994 ... 57

Appendix 5. Sample Letter of Agreement ... 61

Appendix 6. Information on State Resources and How To Contact Them ... 65

Appendix 7. List of Contacts at Current YES Sites ... 69

Appendix 8. YES Technical Assistance Request Form ... 73

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Appendix 1

Official

Memorandum of Understanding

Between the

U.S. Department of Justice

and the

U.S. Department of the Interior

for the

Youth Environmental Service

Program

Office of the Attorney General
Washington, D. C. 20530

United States Department of the Interior
OFFICE OF THE SECRETARY
Washington, D.C. 20240

MEMORANDUM OF UNDERSTANDING

YOUTH ENVIRONMENTAL SERVICE PROGRAM

I. Introduction

This memorandum sets forth the terms of an agreement (MOU) between the United States Department of Justice (DOJ) and the United States Department of the Interior (DOI), and such other Federal agencies as may join this agreement, to support the implementation of the Youth Environmental Service Program (YES) for juvenile offenders or at-risk youth in states and localities throughout the United States, in keeping with the November 18, 1993, Sense of the Senate Resolution.

A. Background

On November 18, 1993, in response to a growing need for innovative and effective programs for juvenile offenders and at-risk youth across this nation, the United States Senate passed the following Sense of the Senate Resolution:

To express the sense of the Senate that programs for children and youth, utilizing Federal land, should be established and supported.

Whereas various Federal land, especially environmentally sensitive Federal land, should be made available to the States and territories for certain programs for children and youth;

Whereas federally owned land, such as national parks, fish and wildlife refuges, Bureau of Land Management land, and National Forest Service land, offer an excellent option to solve the problems of siting and zoning commonly faced by programs for neglected, abused, runaway, homeless, disturbed, "at-risk", and delinquent children and teenagers;

Whereas Federal land and personnel administering it offer

great educational and personal development opportunities for our young people, who offer in return significant work on the ecology and a promise of a planet-sensitive next generation;

Whereas wilderness settings provide security from seriously delinquent, violent teenagers for whom constructive discipline and a challenging environment are proven, effective correctional tools;

Whereas programs for youngsters who pose no threat to the public or themselves may be placed in less remote sites, even within communities;: Now, therefore be it

Resolved, It is the sense of the Senate that---

(1) the Departments of Justice, Interior, Defense, Agriculture, Commerce, Labor, Education, Health and Human Services, and any other executive branch agencies having properties or resources to devote to a project to make such properties and resources available to programs for children and youth are urged to act cooperatively in the establishment and ongoing support of such programs; and

(2) a nationwide network of small, specialized, residential or nonresidential programs, principally operated by the private sector, under State of local control, and Federal approval and supervision should be established and supported.

This innovative program is being developed as part of a collaborative effort between the United States Departments of the Interior and Justice. At the local level, State and local agencies will enter into agreements with DOI representatives to implement the program on designated Federal lands. Each State or local agency may contract with a private provider(s) of services for juvenile offenders and at-risk youth to implement the program.

The purpose of this MOU is to provide a framework for interagency support for the development of juvenile environmental programs on Federal lands under the jurisdiction of DOI. The goals and objectives for this initiative are:

B. Goal

Increase the capacity of States and local communities to effectively correct, treat and rehabilitate adjudicated delinquents and/or "at risk" youth by implementing

environmental conservation work programs on Federally-owned environmentally sensitive land through the creation of a national partnership involving Federal agencies that are signatories of this agreement, State and local juvenile justice agencies and private not-for-profit agencies. This partnership will assist Federal land managing agencies in reducing their large backlog of facility maintenance requirements through the completion of labor intensive work projects by delinquent and at-risk youth.

C. Objectives

1. To develop a joint national strategy for implementing juvenile environmental conservation programs for delinquent and at-risk youth and such other youth that may be brought into the project;

2. To assist with the establishment of demonstration programs in three geographically diverse jurisdictions with different target populations noted above;

3. To assist in the establishment of programs in additional jurisdictions. Each of these jurisdictions will conduct the above type program while serving different populations; and

4. To establish a Federal Interagency Working Group that will oversee the establishment and implementation of State and local programs.

D. Demonstration Programs

Demonstration programs will be established in Florida, Washington, D. C. and Utah. Each jurisdiction will identify the target youth population that fits its needs and requirements. Programs may either be residential or non-residential (day treatment) in nature. Upon evaluation of the demonstration projects, programs may be established at other locations and/or in additional states.

II. Authority

Take Pride in America Act - 16 U.S.C. 4601;
Section 244 of the Juvenile Justice and Delinquency Prevention Act of 1974, as amended - 42 U.S.C. 5654.

III. Statement of Work

It is agreed that the U.S. Department of Justice and the U.S.

Department of the Interior will be the responsible lead agencies for the administration and coordination of Federal participation in this replication program. DOJ and DOI will establish and co-chair an Interagency Working Group that will oversee the development and implementation of this effort.

DOJ will assist DOI with the identification of sites and provide advice on the qualifications of the agencies and the programs proposed for implementation of the project. Also, DOJ will provide training and technical assistance to the projects, as needed.

DOI, through its land management agencies, will identify Federal lands and facilities where programs can be situated or where environmental work can be accomplished. DOI representatives will enter into agreements with appropriate State or local juvenile justice agencies that will set forth the terms and conditions under which juvenile offenders can reside and/or work on Federal lands. Subject to all applicable laws and regulations, State agencies will cooperate with DOI to administer this program and they will either implement the program or contract with private providers to implement the Youth Environmental Service residential or non-residential program.

It is anticipated that additional Federal agencies such as the U.S. Department of Agriculture (DOA), U.S. Department of Education (DoED), U.S. Department of Labor (DOL), U.S. Department of Commerce (DOC), the U.S. Department of Health and Human Services (HHS) and the U.S. Department of Defense (DOD) will also join in this effort and become a part of this MOU and Interagency Working Group at the earliest possible date.

IV. Other Terms and Conditions

A. DOJ and DOI representatives will establish details of the working relationship such as the periodic reporting, program review and evaluation, and procedures for the Interagency Working Group.

B. Nothing in this agreement shall obligate the Departments or the United States to any current or future expenditure of resources in advance of the availability of appropriations from Congress.

V. Period of Agreement

This MOU shall be effective immediately upon signature by the Attorney General and the Secretary of the Interior, and shall remain in force for thirty-six months. This MOU may be terminated by mutual agreement by both parties, or upon 60

days advance written notice by either party.

VI. Modification of Agreement

This MOU may be modified by the parties, including for the addition of other Federal agencies, only in writing. Such modifications shall be executed by all parties involved, and incorporated and made part of this agreement.

VII. Signatures:

Attorney General of the United States — Date: 2/4/94

Secretary of the United States Department of The Interior — Date: 2/10/94

Appendix 2

Profiles

of

YES Programs

in

Action

Profiles of YES Programs in Action

Six pilot sites were established in Florida, Utah, and Washington, D.C., during 1994. Profiles of these sites reflect the diversity and flexibility of the YES initiative.

Big Cypress Wilderness Institute, Ochopee, Florida

Big Cypress Wilderness Institute is currently a satellite of Last Chance Ranch operated by Florida Environmental Institute (FEI), a local affiliate of the Associated Marine Institutes (AMI). Last Chance Ranch is a residential program for serious male juvenile offenders, ages 15 to 17. Twelve youth from the Ranch participate in YES. They stay in a remodeled house on the preserve, along with crew supervisors, a teacher, and support staff. At Big Cypress the youth help the national preserve staff maintain the preserve headquarters and two roadside visitor centers. They also assist with ecosystem restoration.

FEI and the Park Service staff are enthusiastic about the YES experience, believing that it has paid off for both partners. YES will expand dramatically in summer 1996, when it relocates to the first facility in the Nation constructed especially for YES. Located on Federal land at Big Cypress, this program will provide a wilderness experience where residents participate in schooling and work projects on alternate days. The program, to be operated by AMI, will also include counseling and individualized aftercare. State funds will support construction and operation of the facility, designed to provide an alternative to secure institutional placement for up to 30 youth.

Loxahatchee Environmental Project, Palm Beach County, Florida

YES is one of several vocational programs operated by Banyan Halfway House, a 4- to 6-month nonsecure residential program for nonviolent repetitive juvenile offenders, ages 16 to 18. Banyan House is designed to put the principles of balanced and restorative justice into action. Residents are assigned a "vocation" at which they work for pay, with 50 to 75 percent of a resident's earnings going to restitution, child support, or other financial obligations. Youth work 4 days a week and attend school on the fifth day. The YES initiative, known as the Loxahatchee Environmental Project, provides landscape labor experience for five Banyan House residents. The program takes place at Arthur R. Marshall Loxahatchee National Wildlife Refuge and Hobe Sound, lands managed by the U.S. Fish and Wildlife Service.

Because the swampy conditions make it impossible to build at Loxahatchee, this YES site operates as an offsite program, with Banyan House transporting residents in for

work. Once on location at Loxahatchee, youth work primarily on exotic plant control. Because the maximum stay at Banyan House is 6 months, new crews begin work every 4 to 5 months. The experience kicks off with a 3-day orientation at Loxahatchee conducted by refuge staff. As of February 1996, 10 crews of 5 youth have completed the program, and another crew is at work.

In spring 1995, Banyan House took over responsibility for providing aftercare from State Department of Juvenile Justice workers. The new aftercare program consists of customized transition planning beginning the day a youth enters Banyan House, followed by intensive supervision, vocational placement, and counseling for up to 9 months after release.

The youth participants value the program and consider Loxahatchee a "status" assignment. Program staff and refuge staff also are pleased with the YES initiative. Plans for the YES initiative include potential expansion in the number of work crews and/or the development of a "reentry" crew of youth who no longer reside at the facility but continue to report for work at Loxahatchee.

Genesis Youth Center, Salt Lake City, Utah

Genesis Youth Center is a 72-bed, community-based work program designed to hold youth accountable for their actions and enable them to make restitution to their victims. The program works with males ages 14 to 18 who are serving 30- to 120-day sentences. Services are available to three types of youth: juvenile probationers; youth who receive regular commitments to the State Division of Youth Corrections (DYC); and youth in transition from DYC secure care to community residence.

In the first 6 months, 178 youth participated in the Genesis program, earning a total of $103,789 in victim restitution. Youth work 6 days a week on a variety of projects with public agencies. The program's YES partner is the U.S. Bureau of Land Management (BLM), which has put youth to work preparing the site for a new Wild Horse and Burro Center and improving recreational areas. Activities have included clearing trash, removing fences, putting down fertilizer, and trailbuilding. Genesis youth have also participated in other BLM projects. At one location, youth helped place a memorial plaque, cleared the surrounding area, and built buck-and-post fencing. Youth crews also helped construct mountain bicycle trails on an island in the Great Salt Lake. To add an element of fun, BLM incorporates cookouts and barbecues into the work projects.

BLM staff work with the youth while they are on assignment to BLM, exposing them to positive adult role models. Upon release from Genesis, youth who are referred to the program directly by the court are returned to the supervision of a probation officer. For a youth who enters the program through DYC, responsibility for aftercare rests with his DYC case manager, who also is responsible for his initial referral to Genesis.

In general, BLM projects are viewed as providing meaningful work and lasting benefits to the community, in contrast to assignments like yard work performed for some other agencies. BLM's Salt Lake City District reports that the young offenders

have been some of the best workers they have had on natural resource projects—a much more positive outcome than originally anticipated. DYC and Genesis staff hope to expand the range of Federal and other public work placements in the future.

Southwest Youth Center Work Release Program, Cedar City, Utah

The Southwest Youth Center maintains a detention facility for up to 10 youth from a 3-county area in the southwestern corner of Utah. The work release program is conceived as an alternative to secure detention, providing youth with an opportunity to avoid the negative effects of confinement, learn valuable skills and teamwork, work off court-ordered debts, and give something back to the community. The program is open to males and females ages 12 to 17 who are serving sentences of up to 30 days in detention. Most of the youth involved are adjudicated for felony-level offenses or are probation violators.

The program currently involves five client agencies—the BLM, the U.S. Forest Service (USFS), Southern Utah University, Cedar City Corporation, and Iron County. These organizations have agreed to rotate responsibility for providing work projects at 2-month intervals. Projects with BLM and USFS have involved trail construction and maintenance, sign placement, bridge work, mixing seeds used to reseed burned areas, and some campground maintenance. The youth attend school daily for 2½ hours. The Center's work crew supervisor transports youth to the worksite each day, returning them by late afternoon. Youth who live nearby may be allowed to live at home and report to the Center each day for school and work. Youth released from detention and the YES program remain under the jurisdiction of the juvenile court to complete their terms of probation or other court-ordered obligations.

In the first 3 months, 34 youth, including 8 females, participated in the work release program, averaging 48 hours of work each. Youth appear to like the work and prefer it to sitting in the detention center. YES partners are quite satisfied with their experiences so far. BLM and USFS feel that the help they get more than justifies the time they invest in the program. The Center is also pleased and eager to have the program filled to capacity, a fact that is contingent on the number of court sentences to detention.

Greater Washington Boys & Girls Clubs Student Volunteer Program, Washington, D.C.

The Boys & Girls Clubs look to the YES initiative to provide inner-city children a valuable set of opportunities—a chance to contribute something to their communities, develop a work ethic, and learn about nature and the environment. Many urban club members have little experience with woodlands and wildlife and are unaware of the work required to protect and maintain them. Staff also hope that, through learning about nature, youth will develop a greater appreciation of all life, counteracting the negative examples they encounter daily in the media and their own neighborhoods. YES participants are selected from two clubs serving public housing projects. They range in age

from 8 to 14. Each club handles its own recruitment and selection, using YES both as a reward for good behavior and an incentive for improved performance in other areas.

Work projects are developed by the National Park Service. Volunteer crews of five youth attend Saturday activities at Rock Creek Park in 2-week cycles (2 weeks on, 2 weeks off) for 8 weeks. During these visits, youth have participated in educational sessions conducted by the park rangers and have assisted in trail cleanup and yard work, exotic vegetation control, building animal cages, and painting parts of the Nature Center. At the start of each task, rangers explain the rationale for the work and the necessary techniques.

During the first 6 months of the program, 18 girls and 24 boys participated, contributing a total of 260 hours of volunteer labor. The Boys & Girls Clubs would like to expand the initiative to more clubs, and park rangers would like to develop more projects. For example, the children expressed interest in doing similar cleanup and environmental projects in their own neighborhoods. In the summer of 1995, program participants conducted a cleanup effort in a local public housing development. In addition, the club staff hope to arrange an overnight camping trip for club members to the Chincoteague Wildlife Refuge in eastern Virginia in the summer of 1996. Club staff also hope to enlist members in developing additional beautification projects for their areas, using the rangers as resource persons to review and offer feedback on their plans.

City Lights Park Program, Washington, D.C.

The City Lights Park Program is a nonresidential program providing part-time work experience to court-involved youth ages 16 and older. Participants come to City Lights, an alternative school for troubled youth, through a referral by their Youth Services Administration (YSA) aftercare worker. All have spent time in correctional institutions. YSA youth participate in the City Lights vocational program, which combines general equivalency diploma (GED) preparation with vocational counseling and hands-on training in carpentry or business education. Students can volunteer for the Park Program after completing a 2-week assessment period at City Lights.

The Park Program works with the National Park Service at the nearby Brentwood maintenance facility. This facility has carpentry, metal craft, and paint shops as well as administrative offices, and is responsible for maintenance of Federal parks in downtown Washington. Project youth spend 2 days a week working at the Brentwood facility under the direction of Park Service shop supervisors. They participate in the regular City Lights routine on other school days. A City Lights counselor transports youth to the worksite and remains there to monitor their performance, troubleshoot, and provide supervision and counseling during the lunch break. Students earn minimum wage for their work after completing a 30-day probationary period.

In the first 6 months, 11 youth participated in the Park Program. Most students appear to like the program and receive good evaluations from their supervisors, although they struggle to meet strict attendance requirements. Park Service personnel view the arrangement as beneficial to the students and their agency. City Lights staff believe the program offers real-world learning experiences that the students need and that participation will also eventually give some students job references. The program has earned YSA's approval to continue beyond the pilot phase.

Appendix 3

Definitions

Definitions

This section is intended to help clarify and define terms that appear frequently in the main text of this technical assistance package. The definitions given here are standard definitions recognized in the juvenile justice field and have not been specifically modified for the YES Program. Therefore, definitions should not be viewed as eligibility standards for YES.

Adjudicated delinquent: Term used in the juvenile court system to characterize offenders who have been found guilty of the charges against them or have formally admitted the charges. Analogous to a conviction in adult criminal court.

Aftercare: The control mechanisms and array of services directed toward juvenile offenders currently or recently in residential placement. Aftercare is designed to prepare youth for progressively increasing responsibility and freedom in the nonresidential setting; to ensure continuity between the youth's developmental goals and objectives in the residential and nonresidential settings; and to activate the community resources and supports (e.g., families, peers, schools, employers) needed for the youth's successful community adjustment.

At-risk youth: Juveniles most likely to become involved in delinquent activity. Includes, but is not limited to, juveniles who exhibit one or more risk factors for delinquency or who have had contact with the social services, mental health, education, and/or juvenile justice systems as nonoffenders (neglected, abused, and dependent), status offenders (runaways, truants, alcohol offenders, and incorrigibles), or delinquent offenders.

Delinquent offender: A juvenile who has committed an act that would be considered a crime if committed by an adult and who has been adjudicated (found) delinquent for that offense by a juvenile court.

Detention facility: Residential facility designed to house accused offenders who are awaiting court proceedings or offenders who are awaiting transfer to other locations. Sometimes also used as a placement for offenders who are serving short-term sentences.

Federal land manager or land management agency: An agency (or agency official) responsible for administration of Federal land. Federal land management agencies include the Bureau of Land Management, the U.S. Fish and Wildlife Service, the National Park Service, and the Bureau of Reclamation, all within the U.S. Department of the Interior; the Forest Service in the U.S. Department of Agriculture; and the U.S. Army Corps of Engineers in the U.S. Department of Defense.

Nonviolent offender: An offender who has committed or been convicted of a property

crime, such as burglary, theft, or vandalism; an offense against public order, such as public drunkenness or disorderly conduct; or a drug offense that does not involve violence or the threat of violence. State statutes often contain more specific definitions.

Serious offender: An offender who has committed or been convicted of one or more felony offenses or has a long history of offending. A specific definition of a serious offender may also be established in State statutes or sentencing guidelines and will vary from State to State.

Violent offender: An offender who has committed or been convicted of a crime against a person, such as robbery, assault, rape, or murder. State statutes often contain more specific definitions of violent offenses or offenders and establish special procedures and sentencing requirements for them.

Youth service agency: A private or governmental organization that develops and operates, directly or by subcontract, programs for children and youth.

Appendix 4

Sample Memorandums of Understanding or Agreement

Sample Memorandums of Understanding or Agreement

This appendix includes two of the Memorandums of Understanding or Agreement used by the pilot YES programs. These memorandums are presented as examples only, to provide a starting point for organizations that may be developing a YES partnership. Each example has its own relative strengths and weaknesses. Therefore, they should not be copied exactly, but should be modified as necessary and used to stimulate partners' thinking about their own needs.

Partners should seek legal assistance in developing their memorandum and ensuring that they incorporate the essential elements.

One such example of essential elements involves the inclusion of language stating that insurance is provided by the youth-serving agency and that the Federal land managers are not liable for injuries. When a party to the agreement is a private nonprofit agency, the following legal language is recommended: "The [name of organization responsible] shall maintain liability insurance to cover sickness, accidents, or death of individuals engaged in any activity conducted under this agreement." This provision should follow paragraphs that define the liability and responsibility of the various parties to the agreement.

Student Volunteer Program Agreement Between Greater Washington Boys & Girls Clubs and the National Park Service, National Capital Region

This agreement constitutes a mutual understanding between the U.S. Department of the Interior, National Park Service, National Capital Region (NCR) and the Greater Washington Boys & Girls Clubs, hereinafter called "the club," in matters relating to aiding at-risk youth who are enrolled for the volunteer service, under the Volunteer-in-Parks Act, P.L. 91–357, enacted in 1970.

I. Definitions

A. ***Volunteer service.*** Under P.L. 91–357, the Volunteer-in-Parks Act, individuals and groups may donate their time and talents to the National Park Service and volunteers can be covered for tort liability and workmen's compensation in case of injury or on-the-job accidents.

B. ***A student*** is an individual who is enrolled not less than half-time in a public school.

C. ***A half-time student*** is one enrolled in and carrying any combination of courses, research projects, or special studies that meet one-half, or 50 percent, of the minimum full-time academic workload standards and practices of the institution in which the student is enrolled.

II. Objectives

The acceptance of student volunteer service enables the National Capital Region to contribute significantly to the enrichment of the Boys & Girls Clubs programs. In addition to enriching the educational process, program objectives are:

A. To bring about a stronger relationship between the efforts of educators and the occupational needs of Federal employers and students.

B. To provide opportunities for students to become involved in early career exploration as a basis for making realistic decisions regarding their futures.

C. To provide exposures to the work environment as a means of encouraging students to develop work ethics and to acquaint them with the mission of the National Park Service.

D. To allow student learners to make substantial contributions by volunteering their time and efforts in exchange for an opportunity to work with parks in the completion of work projects relating to historical structures.

E. To encourage student interest in new or developing skills in newly explored areas offered by urban parks.

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III. Responsibility

A. The Boys & Girls Clubs will:

1. Designate a representative to work with the designated park liaison officer.
2. Publicize the student volunteer program among prospective candidates.
3. Refer qualified students to the volunteer program without regard to sex, religion, national origin, race, or color.
4. Coordinate the academic experience of students to ensure that they are receiving maximum benefits from participation in the volunteer program.
5. Furnish the designated park liaison officer with any necessary data and information about the students, which the club is authorized to release or which is subject to signed release by the parents.
6. Notify the designated park liaison officer when a student no longer qualifies to participate in the volunteer work program or drops out of school.
7. Periodically monitor and evaluate the students' progress at the parks through onsite visits.
8. Provide an onsite counselor to work with the students during their projects with the National Park Service at a ratio of one counselor to eight students.
9. Ensure that all transportation needs are provided for at all times.

B. The park will:

1. Designate a staff member who will serve as liaison to the Boys & Girls Clubs.
2. Keep the Boys & Girls Clubs informed of student volunteer/learning program opportunities.
3. Consider students recommended by the Boys & Girls Clubs for participation in the program without regard to sex, religion, national origin, race, or color.
4. Establish schedules that accommodate the calendar of the Boys & Girls Clubs to enable the students to meet the objectives of this agreement.
5. Handle personnel processing related to acceptance of volunteer students.
6. Provide the necessary related orientation to all students and maintain attendance and performance records.
7. Provide the students with meaningful work projects related to the Boys & Girls Clubs' program objectives and aid the club supervisor in guiding the students in carrying out the assignments.

SAMPLE

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8. Conduct periodic evaluations of the group's performance and furnish an appraisal.

9. Notify the Boys & Girls Clubs as far in advance as possible of any anticipated recommendation to terminate the program.

C. The student will:

1. Maintain grades predictive of graduation from school.

2. Demonstrate a continuing interest in and commitment to all phases of the program.

3. Provide the park and the Boys & Girls Clubs with necessary evaluation reports if required.

IV. Student Eligibility and Status

A. **Minimum age.** All selection of students to participate will be in conformance with Federal, State, and local laws and standards regarding the employment of minors.

B. **Status.** Students participating under agency programs are not considered to be Federal employees for any purposes other than for purposes:

1. Of the Federal Tort Claims provisions published in 28 U.S.C., 2671–2680. Claims arising as a result of student participation are to be administratively processed by the agency in accordance with regulations of the Department of Justice (28 U.S.C. 2672).

2. Of Title 5 U.S.C. Chapter 81, relative to compensation for injuries sustained during the performance of work assignments. Claims related to injuries will be referred to the Office of Workers' Compensation Programs, U.S. Department of Labor, for adjudication.

C. **Parental consent.** The Boys & Girls Clubs assume responsibility for ensuring the preparation and signing of a participation form by participating students, their custodial parents, and the Boys & Girls Clubs volunteer coordinator.

V. Work Schedules

The park and the Boys & Girls Clubs will work together to develop schedules to meet the following requirements:

A. Work periods will be scheduled during school year and summer terms.

B. All students must volunteer on a schedule planned in advance rather than on an intermittent or "when needed" basis.

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VI. The Agreement

The conditions of this agreement are in general conformity with Federal regulations. It is understood, however, that the conditions at no time supersede, alter, or take the place of such regulations. Changes or modifications that are not required by new laws or regulation will be made only by the written and mutual consent of the park and club.

Term of the Agreement _____

For: National Park Service

_____
Agency's Representative

For: The Club

_____
Club Representative

SAMPLE

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Human Resource Agreement Between Southwest Utah Youth Center and Cedar City District Bureau of Land Management, U.S. Department of the Interior, 1994

THIS AGREEMENT, made and entered into by and between Southwest Utah Youth Center, hereinafter referred to as SWUYC, and the Cedar City District Bureau of Land Management, U.S. Department of the Interior, hereinafter referred to as BLM.

WITNESSETH:

WHEREAS, SWUYC has established, maintains, and operates a Juvenile Detention Center; and,

WHEREAS, SWUYC is desirous of participating in a conservation work program as a means of providing healthful, wholesome, and educational outdoor activity, valuable job training, and a development program for youth housed at the SWUYC or otherwise committed to Youth Corrections for 1 to 30 days; and,

WHEREAS, SWUYC has accepted responsibility for supervision of the aforementioned conservation work program; and,

WHEREAS, SWUYC is vitally interested in the conservation of the natural resources of the United States, and is desirous of lending its aid and support for the protection, development, and improvement of public land administered by BLM; and,

WHEREAS, it is to the mutual benefit of SWUYC and BLM to assist and cooperate in a program of intensifying and, where possible, developing the public lands resources and doing necessary improvement work in such ways as will contribute to the public welfare:

A. SWUYC shall:

1. See to it that youth between the ages of 12 and 18 from SWUYC are adequately clothed to do natural resource work. Youth shall be selected from those who are screened or are court ordered to do such natural resource work. Labor details will be available for 8 hours a day, including travel time, Tuesday, Wednesday, Thursday, Friday, and Saturday for 40 hours a week, or as otherwise provided in the annual work and financial plan.
2. Provide all necessary medical attention, including first aid, on the work projects and shall provide BLM written instructions outlining the procedure that SWUYC desires to have followed in case of serious injury to or illness of youth while on work projects.
3. Be responsible for supervision and transportation to and from worksites for the youth.
4. Keep a daily log of the number of individuals working, the quality of each individual's work performance, and their hours and mileage to and from the worksite, verified by a BLM representative knowledgeable of work performance.

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5. At all times, have full jurisdiction over and be responsible for discipline and control of youth assigned for BLM use under this agreement; and shall provide the necessary security personnel to accompany crews while on project work.

6. Instruct the SWUYC work supervisor that he shall receive from BLM the designation of work to be done and the name of the BLM foreman under whose technical direction the work is to be done.

7. In connection with the performance of work under the agreement, not discriminate against any youth because of age, sex, race, religion, color, or national origin.

8. Acquaint BLM personnel providing technical assistance to youth with policies of SWUYC. Copies of these policies shall be furnished to BLM prior to commencement of any work.

9. Meet the compliance requirements of Executive Order 11755.

B. BLM shall:

1. Provide work projects on a rotating schedule with the expectation that they be completed by work crews furnished by SWUYC.

2. Assign a fully qualified and experienced BLM officer to provide the technical direction for the SWUYC work supervisor on all programs undertaken within the terms of this agreement. This BLM officer shall give specific direction as to what and how project work is to be done, provide technical advice, make necessary corrections or changes in program design, give final approval of project work before crews proceed to the next job, and instruct crews in safe working procedures and proper use of tools. The BLM officer will conduct safety briefings and necessary training with the crews. In the event that the work crews do not produce the required amount of work, do not meet BLM standards, or do not work in a safe manner, the BLM officer shall advise the SWUYC Liaison Officer.

3. Provide all essential tools, equipment, and material to conduct the project work to be performed by the youth.

4. Prepare annually, as of September 1, a report of youth accomplishments on BLM projects during the previous fiscal year and furnish a copy of the report to SWUYC.

(Work performed by SWUYC will be free of charge.)

C. It is mutually agreed that:

1. Work to be performed shall be based on the needs of BLM and shall be agreed upon by both parties in the annual work plan prepared prior to September 1 annually, for the coming year.

2. BLM shall provide and maintain all tools and keep them in a safe and workable condition.

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3. Any BLM facilities or land resources developed or improved under this agreement shall be and remain the property of the U.S. Government.

4. BLM personnel shall submit a progress report on the youth under their technical administration upon request of SWUYC.

5. Youth placed under this program are not Federal employees for the purpose of laws administered by the Office of Personnel Management and do not have title to any Federal benefits such as insurance, retirement, and leave. BLM shall have no responsibility for payment of expenses of youth, for which SWUYC has full and exclusive responsibility. BLM shall not be liable for the misconduct or unauthorized absence of youth.

6. BLM shall not be liable for sickness, accidents, or death of individuals engaged in any activity conducted under this agreement, unless caused by the negligence of the United States.

7. Work performed under this agreement shall not displace regular employees, impair contracts for services in existence during the course of the agreement, exploit youth labor, or compete with free labor in production of goods or services.

8. Nothing in this agreement shall be construed as obligating BLM to expend, or as involving the United States in any obligations for the future payment of, money in excess of appropriations authorized by law and administratively made available for this work.

9. Either party may terminate this agreement by providing 30 days' written notice; unless terminated by written notice, this agreement shall remain in force indefinitely.

10. Environmental education, including instructions to the participant of the importance and significance of BLM or public land, shall be provided once a month.

D. Designated Representatives

The following will serve as "Designated Representatives":

SWUYC: *[name, address, telephone number]*
Work Supervisor: *[name, address, telephone number]*
BLM: *[name, address, telephone number]*

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IN WITNESS THEREOF, the parties have executed this agreement as of the last date written below.

Associate Regional Director	Date
District Manager, Cedar City District BLM	Date

SAMPLE

Appendix 5

Sample

Letter of Agreement

Sample Letter of Agreement

The following sample letter may be used when submitting YES concept papers and should be signed by all partners. The letter of agreement and the concept paper should be mailed to the Federal contacts listed on page 23.

Dear _____ :

The signatories to this letter have developed the attached concept paper for the establishment of a Youth Environmental Service (YES) program and request that the Office of Juvenile Justice and Delinquency Prevention and the Department of the Interior designate the proposed program as a YES site.

We believe this mutually agreed upon concept paper addresses key elements and criteria for YES programs as set forth by the Department of Justice and the Department of the Interior. Upon approval to proceed, the parties agree to pursue implementation of a YES program. The parties understand that as part of implementation, they are encouraged to enter into a Memorandum of Understanding or Agreement with an accompanying management action plan that prescribes specific roles and responsibilities and full operational plans and requirements.

The parties hereto have signed their names and executed this letter of agreement on the dates indicated below.

SAMPLE

FEDERAL LAND MANAGEMENT AGENCY

_____ _____

Name Date

STATE OF *[name of State]*

_____ _____

Name Date

YOUTH SERVICE PROVIDER

_____ _____

Name Date

Attachment

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Appendix 6

Information

on

State Resources

and

How To Contact Them

Information on State Resources and How To Contact Them

As defined in the Juvenile Justice and Delinquency Prevention (JJDP) Act of 1974, as amended, funding is provided to States for the prevention, intervention, and treatment of juvenile delinquency. The Chief Executive Officer is responsible for designating the State agency with the responsibility for carrying out the requirements of the JJDP Act. In addition, a Juvenile Justice Specialist is appointed and has responsibilities for developing a Three-Year Plan and administering the Formula Grants Program, which provides grants to local units of government and private nonprofit organizations to prevent and control delinquency.

The JJDP Act provides for a State Advisory Group (SAG), which is appointed by the Chief Executive Officer, consisting of not less than 15 and not more than 33 members who have training, experience, or special knowledge concerning the prevention and treatment of juvenile delinquency or the administration of juvenile justice. The SAG Chair is designated by the Chief Executive Officer and is responsible for ensuring the SAG's participation in the development and implementation of the State's JJDP Three-Year Plan.

These agencies and individuals may be a resource to support efforts to develop YES programs. The Juvenile Justice Clearinghouse maintains a current list of the names, addresses, and telephone and fax numbers of the directors of the State agencies charged with carrying out the requirements of the JJDP Act, the State Juvenile Justice Specialists, and the chairs of the State Advisory Groups. To obtain this information, call the Juvenile Justice Clearinghouse at **800–638–8736**. This information may also be accessed online via the National Criminal Justice Reference Service Bulletin Board System (NCJRS*BBS), as follows:

- If you do not have Internet access, direct dial through your modem: 301–738–8895. Modems should be set at 9600 baud and 8–N–1.
- If you have Internet access, Telnet to bbs.ncjrs.org, then register with NCJRS*BBS: At the initial login prompt, type **ncjrs**. The system asks if you are a new user. If so, answer **yes** and respond to the registration questions on the screen. The system then asks you to create a user ID and password. Type your user ID—for example, your name. The system then prompts you to enter your password. Type your password. You will use this user ID and password each time you connect with NCJRS*BBS.
- Go to **State Contacts** under the OJJDP section of the bulletin board.

Appendix 7

List

of

Contacts

at

Current YES Sites

List of Contacts at Current YES Sites

Big Cypress Wilderness Institute, Ochopee, Florida

Mr. Steve Ray
Department of Juvenile Justice
2732 Centerview Drive
Tallahassee, FL 32399–3100
Phone: (904) 487–9818
Fax: (904) 922–6189

Mr. Wally Hibbard
Big Cypress National Park
U.S. Department of the Interior
National Park Service
HCR 61 S.R.—Box 110
Ochopee, FL 33943
Phone: (813) 695–2000, ext. 22
Fax: (813) 695–3007

Mr. O.B. Stander, Executive Vice President of Operations
Associated Marine Institute
5915 Benjamin Center Drive
Tampa, FL 33634
Phone: (813) 887–3300
Fax: (813) 889–8092

Loxahatchee Environmental Project, Palm Beach County, Florida

Mr. Gregory Johnson, Juvenile Justice Manager, District 9
State of Florida Department of Juvenile Justice
111 Georgia Avenue
West Palm Beach, FL 33401
Phone: (407) 837–5730
Fax: (407) 837–5141

Ms. Linda Morgan, Director of Operations
Juvenile Services Program, Inc.
1199 West Lantana Road, Building 3
Lantana, FL 33462
Phone: (407) 540–1206
Fax: (407) 540–1204
E-mail: JPJM15A@Prodigy.com

Mr. Burkett Neely, Jr., Refuge Manager
Loxahatchee National Wildlife Refuge
10216 Lee Road
Boynton Beach, FL 33437–4796
Phone: (407) 732–3684
Fax: (407) 369–7190

Genesis Youth Center, Salt Lake City, Utah

Mr. Glenn Foreman, Public Information Officer
Bureau of Land Management
U.S. Department of the Interior
2370 South 2300 West
Salt Lake City, UT 84119
Phone: (801) 977–4300
Fax: (801) 977–4397

Mr. Dan Maldonado, Assistant Director
Utah Division of Youth Corrections
Department of Human Services
120 North 200 West, Room 419
Salt Lake City, UT 84103
Phone: (801) 538–4330
Fax: (801) 538–4334

Mr. Gary Webster, Director
Genesis Youth Center
14178 South Pony Express Road
Draper, UT 84020
Phone: (801) 576–6700
Fax: (801) 576–4064

Southwest Youth Center Work Release Program, Cedar City, Utah

Mr. Arthur L. Tait, Area Manager
Bureau of Land Management
U.S. Department of the Interior
176 East D.L. Sergeant Drive
Cedar City, UT 84720
Phone: (801) 586–2401
Fax: (801) 586–3093

Mr. W. Kent Traveller, Recreation/ Lands Specialist
U.S. Forest Service Dixie National
P.O. Box 627
Cedar City, UT 84720
Phone: (801) 865–3200
Fax: (801) 865–3791

Mr. EdWynn S. Weaver, Treatment Supervisor
Southwest Utah Youth Center
270 East 1600 North
Cedar City, UT 84720
Phone: (801) 586–4880
Fax: (801) 586–3250

Greater Washington Boys & Girls Clubs Student Volunteer Program, Washington, D.C.

Mr. Kenneth Darden, Executive Director
Greater Washington Boys & Girls Clubs
1320 Fenwick Lane, Suite 800
Silver Spring, MD 20910
Phone: (301) 587–4315, ext. 1306
Fax: (301) 587–8120

Ms. Veronica Dolsey, Youth Programs Coordinator
National Park Service
National Capital Region
U.S. Department of the Interior
1100 Ohio Drive SW., Room 134
Washington, DC 20242
Phone: (202) 619–7055
Fax: (202) 358–3600

City Lights Park Program, Washington, D.C.

Mr. Reginald Burke, Program Director
City Lights School
62 T Street NE.
Washington, DC 20002
Phone: (202) 832–4366
Fax: (202) 832–3654

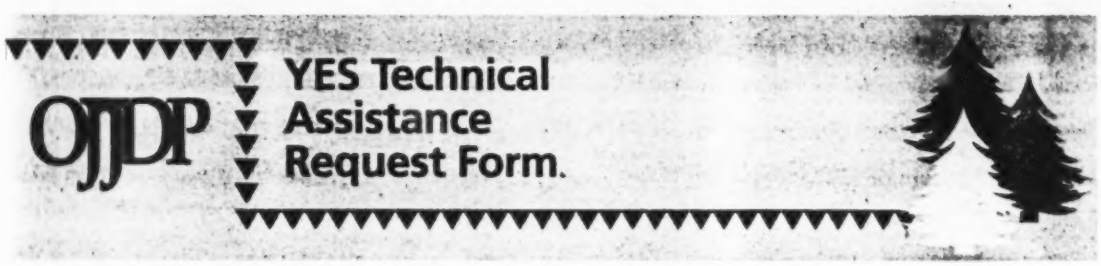
Ms. Veronica Dolsey, Youth Programs Coordinator
National Park Service
National Capital Region
U.S. Department of the Interior
1100 Ohio Drive SW., Room 134
Washington, DC 20242
Phone: (202) 619–7055
Fax: (202) 358–3600

Appendix 8

YES

Technical Assistance

Request Form



Sites interested in accessing technical assistance to develop or operate the elements of a YES program should complete this form and submit it to Kristen Kracke, Program Manager, Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice, 633 Indiana Avenue NW., Washington, DC 20531 (fax: 202–514–6382).

Contact person:

Agency:

Address:

Telephone:

YES site location:

Type of technical assistance requested: *(Please describe the need or interest in as much detail as possible, including the nature of the technical assistance requested and the persons to be involved. Attach additional sheets as needed.)*

IN ACTION

Discover innovative programs to help at-risk and delinquent youth in ***YES in Action****, an OJJDP Program Summary available as a companion to this document.*

The Program Summary describes six YES pilot programs sponsored by the Department of Justice and the Department of the Interior in a joint effort to provide environmental and educational alternatives on Federal land for at-risk and delinquent juveniles. It summarizes the goals of each pilot site, how each got started, the type of youth who participate, activities they have undertaken, support sources, and lessons learned from implementing the YES initiative. A final section lists resources for additional information about the YES Program.

To order your free copy of the Program Summary *YES in Action* (NCJ 159762), contact:

The Juvenile Justice Clearinghouse
P.O. Box 6000
Rockville, MD 20849–6000
800–638–8736
Internet e-mail: askncjrs@ncjrs.org
Fax: 301–251–5212

or complete and send the following information to the address above:

Name _____

Title _____

Organization _____

Address _____

City _____ State _____ ZIP _____

Telephone ( ) _____